



DOE PROJECT MANAGEMENT NEWS

Promoting Project Management Excellence

June 2024



IN THIS ISSUE:

Director's Corner.....	1
DOE Guide 414.3-3-24, <i>Planning and Scheduling</i>	2
Leveraging SWOT Analysis to Strengthen Project Communications and Decision-Making.....	5
IP2M METRR Training of the Month.....	7
PMCDP Training Schedule.....	8
PMCDP Training Policy Refresher.....	9
FY25 Training Needs Assessment.....	10
Congrats to Our New FPDs.....	10
Contact Us.....	11
Rate Your PM Newsletter Experience.....	11



DIRECTOR'S CORNER

Integrated planning in project management translates project requirements into detailed scope, products, and activities, assigning necessary resources to complete these tasks. Best practices include developing a scope statement, a work breakdown structure (WBS), and an integrated master plan (IMP). These deliverables outline the project's strategy, critical milestones, and required accomplishments. The integrated master schedule (IMS) details activities, durations, and resources. It must provide horizontal and vertical traceability across the project's timeline and work packages. Comprehensive scheduling integrates cost, adheres to a performance measurement baseline (PMB), and is essential for realistic and achievable project execution. A schedule must be regularly updated and reflect actual progress against planned work. You can learn more about planning and scheduling best practices and DOE Guide 413.3-24, *Planning and Scheduling*, in the article on page 2.

A SWOT analysis is a strategic planning technique used to identify and analyze the strengths, weaknesses,

opportunities, and threats (SWOT) associated with a project. Within the context of the Integrated Project/ Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) process, a SWOT analysis approach is tailored to assess the maturity level of project management practices and the environmental factors that could impact project risk and success. Additional insight can be found in the article on page 5.

The IP2M METRR model assesses an earned value management system (EVMS). It was developed as part of a DOE-sponsored joint research study led by Arizona State University. More than fifteen government and industry organizations participated in its development. The study found a significant correlation between EVMS maturity and project management performance. The higher the maturity level, the better the project's cost control. For more background on IP2M METRR and how the framework provides project stakeholders a standardized data-driven approach for assessing EVMS maturity and enhancing project controls and performance, see page 7.

Keep Charging!

Paul Bosco

DOE GUIDE 413.3-24, *PLANNING AND SCHEDULING*

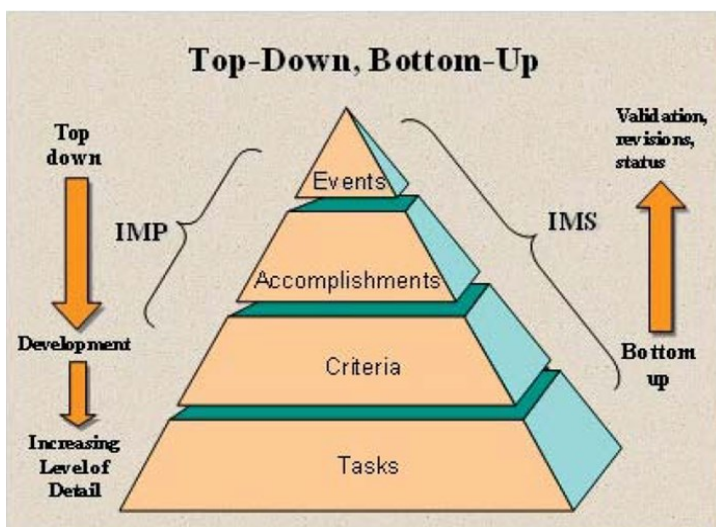
Catherine Donohue, Office of Project Assessment (PM-20)

DOE Guide 413.3-24, *Planning and Scheduling*, (April 2022) (the Guide), is a comprehensive resource designed to assist the Federal Project Director (FPD) and integrated project team (IPT) by outlining project scheduling principles and best practices in planning and executing capital asset projects to meet the requirements of DOE Order (O) 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. The Guide covers key aspects such as planning fundamentals, schedule development and analysis, change control and reporting. The Guide highlights the integrated planning approach, which is a proven successful method to layout and plan an integrated master schedule (IMS).

Integrated planning is the process where a project translates its requirements into its scope, breaks its scope into products, identifies the activities needed to accomplish its products, and assigns sufficient resources to the activities to complete them. It is recommended, but not required, that the project team develop an integrated master plan (IMP). The IMP creation process enhances the program personnel's understanding of the program before diving into the details and affords the opportunity to validate the program's scope and execution approach.¹

The IMP is the roadmap and outlines the hierarchy of project events, including critical milestones, defining specific accomplishments, and identifying the prerequisites and completion criteria for each accomplishment.

Figure 1. Planning and Excellence Guide Top-Down Bottom Up Methodology¹

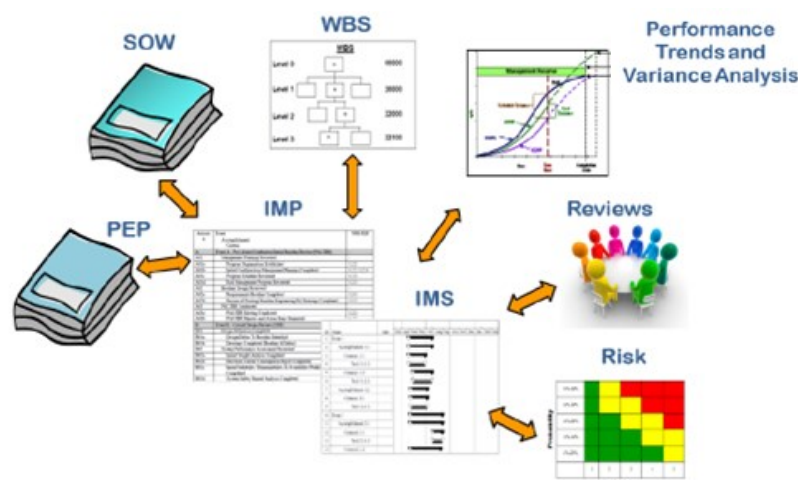


The IMS then extends the IMP by detailing the activities with durations and resources needed. An IMP in combination with an IMS provides a systematic approach to planning, scheduling and managing a project. Section 6.2 of the Guide provides a detailed outline for developing an IMP. The IMP contains the project approach for integrating and elaborating on the contents of the project scope statement, project execution plan (PEP) and work breakdown structure (WBS).

Figure 2 represents the relationship between the IMPs, IMS, and other project deliverables. A healthy IMS is the project execution roadmap and demonstrates meaningful progress and realistic forecasts against a resource-loaded performance measurement baseline (PMB). The IMS becomes the source of time-phasing for all control accounts and work packages that make up the project's PMB. The PMB includes the integrated, networked schedule that is fully loaded with resources including materials, equipment, direct labor, and level of effort activities. The PMB establishes progress goals and documents accomplishments as the scope of work (SOW) is executed.

An IMS accounts for all project scope as contained in planning packages (PP) and work packages (WP) included in the WBS.

Figure 2. Relationship Between the IMPs, IMS, and Other Project Deliverables



Continued on Page 3.

The IMS logically sequences and links all project activities and milestones in a horizontally and vertically traceable network spanning the life cycle of the project from start critical decision (CD)-0, *Approve Mission Need*, to completion (CD-4), *Approve Start of Operations or Project Completion* (See Figure 3).

It is important to maintain a valid schedule baseline to ensure the progress data being reported is reliable. The IMS communicates what work remains, which resources perform the work and by when the work would need to occur for the project to finish by the approved CD-4 date. The logically networked and resource-loaded schedule supports the calculation of the project's critical path, near critical paths, and free and total float values to enable the analysis of the schedule's completeness, realism, and achievability as CDs are being made. DOE O 413.3B identifies the requirement for developing and maintaining an IMS.

The IMS is a living document that is expected to mature as the project moves through the CD milestones. The IPT should ensure the IMS contains all contractual requirements, risk mitigation and opportunity capture plans, key material receipts, and key subcontractor efforts. The baseline IMS reflects the most current resource-loaded, time-phased plan for accomplishing all scope in the PMB, including LOE. Earned value (EV) and project progress metrics are measurable when the baseline IMS is integrated with a cost processor through the WBS.

As the project proceeds through the life cycle, a well-integrated master schedule is used for effective schedule analysis, which involves regularly reviewing and updating the project schedule, tracking the project's progress, identifying any deviations from the plan, and making necessary risk informed adjustments to keep the project on track.

Change control is an essential aspect of project management, ensuring that any changes to the project schedule are carefully managed. This involves documenting change proposals, assessing their impact on the project, obtaining necessary approvals before implementing the changes and providing traceability of the history relating to changes in the IMS as validated in the change control logs. This process helps maintain the integrity of the project schedule, safeguarding that unapproved changes do not reside in the IMS.

The IMS evolves as the project moves through the CD milestones (see Figure 5). The Guide discusses expectations for constructing an IMS through the various phases of a DOE project:

- Prior to CD-1, a high-level master schedule
- Post CD-1, IMS for the selected alternative
- Prior to CD-2, baseline/forecast IMS
- Post CD-2, baseline/forecast IMS with the construction plan of execution

Figure 3. Horizontal and Vertical Traceability Schedule Levels

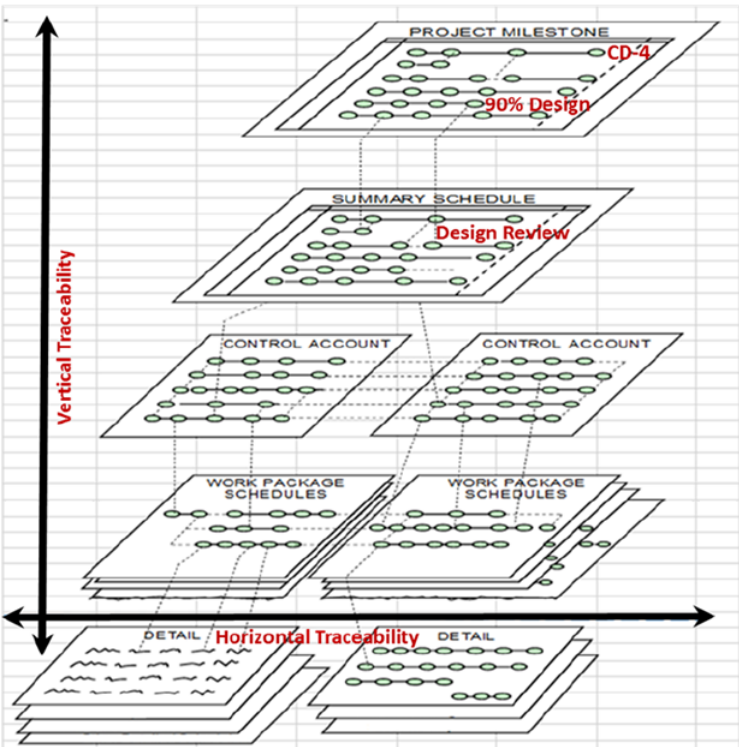
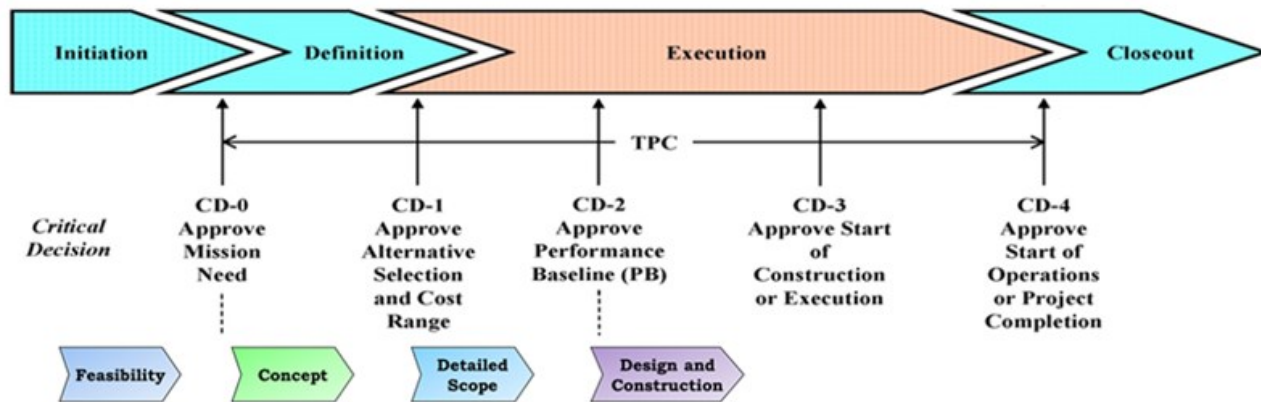


Figure 4. DOE O 413.3B Integrated Master Schedule Requirement

Integrated Master Schedule	
Source: DOE Order 413.3B, Appendix C, Section 17	Applies to:
"Projects shall develop and maintain an Integrated Master Schedule (IMS)."	• Post -CD-1 through CD-4

Continued on Page 4.

Figure 5. DOE Capital Asset Critical Decisions



The high-level master schedule prior to CD-1 addresses each viable alternative being analyzed. It includes milestones in the schedule for commitments to stakeholders, contract deliverables, critical decisions and relationships between activities and milestones to create a high-level longest path.

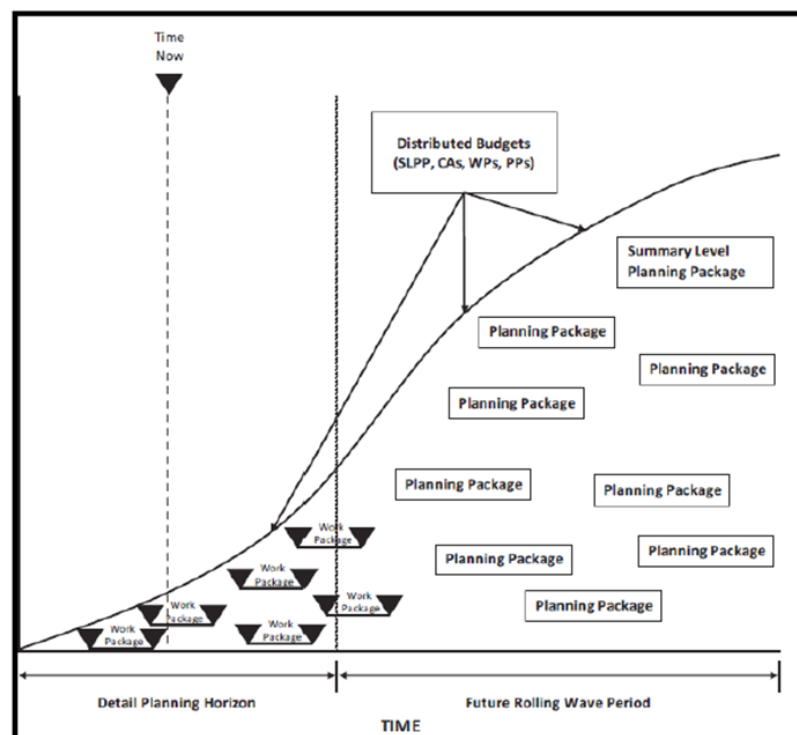
The schedule matures as the project matures post CD-1 approval. The team develops detailed activities as design scope is defined from CD-1 approval to CD-2 approval. The preparation of a baseline schedule begins with enough project life-cycle activities to generate a high-level realistic critical path for the period post CD-2 to CD-4 consistent with the high-end of the preliminary cost estimate range approved at CD-1.

The project matures further during the CD-1 to CD-2 phase as it transitions from the alternative selection to a detailed design. Prior to CD-2, the baseline IMS includes the entire scope of the project and is aligned to the basis of estimate (BOE), both of which are used to generate the contractor CD-2 cost estimate and the government ICE. The IPT ensures PPs through the start of construction execution have adequate maturity to support a realistic critical path through CD-4. The baseline IMS is supported with WPs through near-term detail planning periods and by PPs or summary level planning packages (SLPPs) throughout the remainder of the IMS. Using PPs and/or SLPPs beyond the near-term detailed planning horizon is called rolling wave planning and is conceptually demonstrated in Figure 6.

Prior to CD-2, the IPT defines relationships for all activities [Government Accountability Office (GAO) Best Practices (BP) #2].²

Loading each activity with the resources required to complete the associated scope [GAO BP #3]. Assigning each activity a realistic duration. Planning future activities beyond the detail planning period with enough detail to accurately depict the relationships, resources, and durations to generate a realistic critical path through project completion [GAO BP #6]². Identifying subcontracted work and subcontractor schedules in the IMS to allow for horizontal and vertical traceability [GAO BP #5]².

Figure 6. Rolling Wave Planning



Continued on Page 5.

Maintain the risk register. Baseline the schedule, deemed achievable through the risk assessment, including budget contingency, and completing a schedule risk analysis to generate a CD-4 date [GAO BP #7, 8]².

Post CD-2, the IPT will reconcile scope in the IMS with the most recent changes, if any, impacting scope. Ensure that both the baseline and forecast schedules fully comply with GAO and PASEG best practices. Ensure activities reflect the most detailed level of planning completed. Load each activity with sufficient resources to complete the work [GAO BP #3]². Limit activity durations to two months or less [GAO BP #4]². Develop the schedule through CD-4 with enough detail to accurately depict the relationships, resources, and durations to generate a realistic critical path through project completion [GAO BP #6]². Confirm the reasonableness of schedule float, all activities have logical ties, and that the earned value technique (EVT) assigned to each WP or activity reflects how project intends to accomplish the work [GAO BPs #2, 3, 4, 6]².

DOE G 413.3-24, *Planning and Schedule Guide*, is a helpful tool for project management. It provides comprehensive guidance on planning fundamentals and schedule development in compliance with DOE O 413.3B. The Guide outlines the schedule mechanics and provides specific references to the GAO guide to find additional information. Section 7, *Planning and Schedule Special Topics*, also offers some “how to” techniques and topical information relevant to the development and use of IMS within the DOE environment. Developing and maintaining an IMS is a requirement of DOE O 413.3B but more significantly, Industry and Government agree that improving IMS integrity has a multiplier effect on improved program management.¹

For any questions about developing and maintaining a compliant and effective IMS, please contact your assigned PM-20 or PM-30 analyst.

¹Planning & Scheduling Excellence Guide (PASEG) v4.0, September 12, 2019

²GAO, *Schedule Assessment Guide: Best Practices for Project Schedules*, GAO-16-89G, December 2015.

LEVERAGING SWOT ANALYSIS TO STRENGTHEN PROJECT COMMUNICATIONS AND DECISION-MAKING

Amber Young, Matthew “Zac” West, David Kester, Office of Project Controls and Policy (PM-30)

Recent research has shown that a project's environment – its culture, people, practices, and resources – is foundational to its success. Using a structured approach like the strengths, weaknesses, opportunities, and threats (SWOT) analysis and integrating generative artificial intelligence (AI) capabilities to assess a project's environment has shown promising results. The SWOT analysis delves into the internal and external factors of an environment. Internally, the focus centers on identifying the strengths and weaknesses of the environment whereas externally, attention shifts to identifying the opportunities and threats. This analysis serves as the foundation for generating insights and actionable recommendations aimed at addressing challenges and capitalizing on opportunities.

Actions resulting from a SWOT analysis have been shown to strengthen communications and decision-making by providing a structured framework for evaluating a project's environment comprehensively.

By leveraging AI-driven insights and fostering collaborative engagement, this analysis uses Integrated Project/Program Management Maturity Environment Risk Rating (IP2M METRR) ratings and comments from project customers, contractors, and stakeholders as part of a facilitated environment assessment to proactively address challenges, harness opportunities, and cultivate a high-performing environment conducive to success.

IP2M METRR is a novel assessment approach that was developed as part of a 2019 Office of Project Management (PM) sponsored and Arizona State University (ASU) led earned value management systems (EVMS) research study. For more information on the ASU EVMS Research Study and IP2M METRR please visit the following link: <https://ip2m.engineering.asu.edu/> or <https://www.energy.gov/projectmanagement/articles/ip2m-metrr-asu-evms-study>

Continued on Page 6.

The use of generative AI makes the SWOT analysis timelier. In terms of analysis after an environment assessment, this assists a facilitator in gaining an understanding of participants' concerns, leading more quickly to a prioritized list of strengths and weaknesses. Without AI, this process still works, but you add up to a month of additional time to conduct analysis and delay the discussion of the SWOT with the project team.

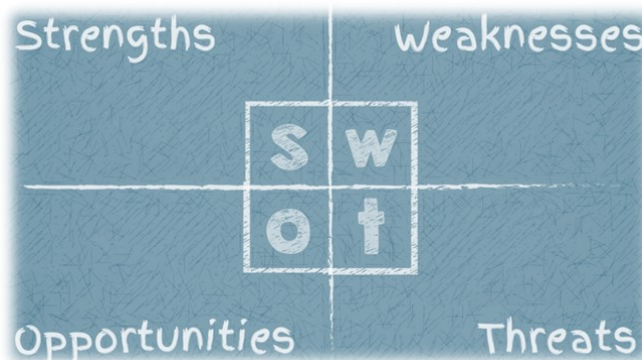
After conducting a SWOT analysis, it is essential to prioritize the strengths, weaknesses, opportunities, and threats based on their significance and impact on a project's environment. This involves considering the magnitude of each strength, weakness, opportunity, and threat, as well as their potential to influence project performance objectives. Prioritization enables focusing efforts and resources on addressing the most critical issues and leveraging the most promising opportunities. Recent PM environment assessments show that a facilitated discussion of the SWOT analysis results with project customers, contractors, and stakeholders (or those having provided the environment assessment ratings and comments) works best using a third party, independent of the organization or project.

An IP2M METRR environment assessment SWOT analysis aims to help organizations and projects build on what they do well, address what they lack, seize new opportunities, and minimize risks by following these four steps:

- **Step 1 – Prioritize.** Once priorities are established, it's time to develop actionable strategies to address them. This involves translating the insights gained from the SWOT analysis into concrete plans and initiatives. For example, if a key strength identified is a highly skilled workforce, a corresponding strategy might involve investing in further training and development programs to maintain and enhance these skills. Similarly, if a significant threat is emerging, a strategy might involve improving attitudes, efforts, and incentives to implement a compliant EVMS.

- **Step 2 – Integrate.** Integrate the findings of the SWOT analysis into decision-making processes across the organization and project. SWOT insights should inform decisions related to culture, people, practices, and resources. For example, if a key weakness is identified in technology and infrastructure in the actual operation of an EVMS, making data unreliable, a corresponding decision might involve making the appropriate investments in more current and relevant tools.
- **Step 3 – Communicate.** Communicate the results of the SWOT analysis to key project customers, contractors, and stakeholders. Engage customers, contractors, and stakeholders in discussions about the implications of the analysis and solicit their input on potential strategies and actions. This fosters buy-in and alignment across organizations, increasing the likelihood of successful implementation. Encourage a culture of learning and continuous improvement within the organization and project by fostering an open dialogue around the findings of the SWOT analysis. Encourage employees to contribute ideas for leveraging strengths, addressing weaknesses, seizing opportunities, and mitigating threats.
- **Step 4 – Remain Engaged.** Regularly revisit and update the SWOT analysis to reflect changes in the internal and external aspects of a project's environment, ensuring that strategies remain relevant and effective.

In conclusion, using a structured approach like SWOT analysis and integrating generative AI capabilities enables projects to proactively address challenges, harness opportunities, and cultivate a high-performing environment conducive to success. Remember, a good project environment is imperative to position your project for success, and getting there is a continuous endeavor.



IP2M METRR TRAINING OF THE MONTH

IP2M METRR – Report 4: Novel Earned Value Management System Maturity Framework and its Relation to Project Performance

The Integrated Project/Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR) using and earned value management system (EVMS) is a novel assessment mechanism developed as part of a DOE-sponsored joint research study led by Arizona State University and representing more than fifteen government and industry organizations.

Click [here](#) to view IP2M METRR Publication– Report 4: Novel Earned Value Management System Maturity Framework and its Relation to Project Performance.

Summary: This paper introduces a novel framework, developed to measure the EVMS maturity, composed of 56 attributes arrayed across ten subprocesses, which together make up an integrated project/program management system. This paper describes how the framework was conceived and developed, based on literature review and data collected from industry workshops. Then, it examines the relationship between EVMS maturity and ten project performance metrics through statistical analyses.

Continuous Learning Points (CLPS): Reviewing one hour of snippets will equate to one CLP. To receive credit, Federal Project Directors can submit a CLP request under the PMCDP menu in their ESS account. All others may send an email (indicating the snippets viewed) through their respective supervisor to [DL-PM-40](#) to receive a certificate with the appropriate CLPs awarded.

You can find additional IP2M METRR Training at the following links:

<https://www.energy.gov/projectmanagement/training-implementing-integrated-projectprogram-management-maturity>

-and

OR

<https://community.max.gov/display/DOEExternal/PM+EVMS+IP2M+METRR+Training>

IP2M METRR Publications can be found at <https://ip2m.engineering.asu.edu/publications/>

SUB-PROCESS A: ORGANIZING	Maturity Level				
	LOW	2	3	4	HIGH
A.2. Work Breakdown Structure (WBS) Hierarchy The Work Breakdown Structure (WBS) is arranged in clear and logical groupings and is inclusive of all authorized contract and project life cycle work efforts regardless of the entity performing the work. The WBS is decomposed from a high-level "system" and deconstructed into sub-systems and components to ensure a hierarchy that helps effectively manage the project/program. There is clear vertical integration traceability between the WBS hierarchy and the authorized work scope. Items to consider include: Statement of Work (SOW)/Statement of Objectives (SOO) Work Breakdown Structure (WBS) ...and so on References: NDIA (2018a) Guideline 1; ISO (2018); PMI (2019); and so on.	Not yet started.	Little vertical integration exists between the WBS hierarchy and authorized work scope. The process to maintain a logically grouped WBS has started, with hierarchical integration of all authorized scope that accurately reflects the products, services, and deliverables required to complete the program. ...and so on	Vertical integration exists between the WBS hierarchy and authorized work scope, with only minor gaps or errors. Most of the process to develop and maintain a logically grouped WBS has been defined, with limited open items. The process includes hierarchical integration of all authorized scope that accurately reflects the products, services, and deliverables required to complete the program. ...and so on	Complete vertical integration exists between the WBS hierarchy and authorized work scope. The process to develop and maintain a logically grouped WBS has been defined, documented, and approved. ...and so on Note: The attribute at this level 4 is compliant with standards and guidelines.	Vertical integration between the WBS hierarchy and authorized work scope reflects all authorized changes within a reporting period of the change. All authorized WBS elements and groupings are consistent and have clear vertical integration that is 100 percent traceable. They reflect any contractual changes, and this process is repeatable from month to month, including changes and additions to the WBS. WBS elements are clearly specified for external reporting and are traceable to authorized work scope. ...and so on

Fig. 2. Sample layout for an EVMS maturity attribute (e.g., attribute A.2 shown here).

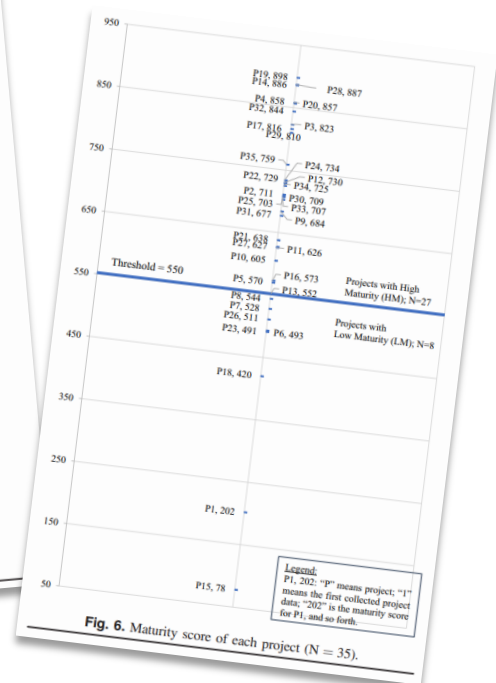


Fig. 6. Maturity score of each project (N = 35).



PMCDP FY2024 TRAINING SCHEDULE

The training schedule is posted on PM-Connect. Save the direct link to the Project Management Career Development Program training schedule to your favorites: <https://community.connect.gov/x/BgZcQw>

Course Title	LN Code	Dates	CLPs	Details
<u>Monitoring and Controlling During Project Execution</u>	000450	June 10-14, 2024	32	10:30am-4:30pm ET Webinar Daily
<u>Federal Budgeting Process in DOE</u>	001034	June 25-28, 2024	32	10:30am-4:30pm ET Webinar Daily
<u>Front-End Planning (FEP): Getting to CD-1</u>	003176	July 9-25, 2024	20	1-3pm ET Tuesdays/Thursdays
<u>Program Management and Portfolio Analysis</u>	001025	July 15-19, 2024	40	10:30am-4:30pm ET Webinar Daily
<u>Managing Performance-Based Contracts</u>	001952	July 23-25, 2024	24	10:30am-4:30pm ET Webinar Daily
<u>Leadership Through Effective Communication</u>	002366	July 30-August 1, 2024	24	10:30am-4:30pm ET Webinar Daily
<u>Advanced Earned Value Management Techniques</u>	002689	August 6-9, 2024	32	10:30am-4:30pm ET Webinar Daily
<u>Value Management</u>	001037	August 6-9, 2024	24	10:30am-4:30pm ET Webinar Daily
<u>Project Management Systems and Practices</u>	001024	August 12-16, 2024	40	10:30am-4:30pm ET Webinar Daily
<u>Project Risk Analysis and Management</u>	001033	August 19-23, 2024	28	10:30am-4:30pm ET Webinar Daily
<u>Project Management Simulation</u>	001029	August 26-30, 2024	40	10:30am-4:30pm ET Webinar Daily
<u>Capital Planning for DOE 413.3B Capital Asset Projects</u>	002152	September 3-17, 2024	16	12-3pm ET Tuesdays/Thursdays
<u>Executive Communications</u>	001031	September 10-12, 2024	24	10:30am-4:30pm ET Webinar Daily
<u>Systems Engineering</u>	001049	September 17-20, 2024	24	10:30am-4:30pm ET Webinar Daily
<u>Cost and Schedule Estimation and Analysis</u>	001044	September 23-27, 2024	40	10:30am-4:30pm ET Webinar Daily

If you would like to contribute an article to the Newsletter or want to provide feedback, please contact the Editor at [DL-PM-40](#).



PMCDP TRAINING POLICY: A REFRESHER ON ATTENDANCE AND EXPECTATIONS

Linda Ott, Professional Development Division (PM-40)

The Project Management Career Development Program (PMCDP) includes a custom-built curriculum that is a key component of Federal Project Director (FPD) certification requirements. The curriculum is also beneficial to Program Managers, and Integrated Project Team members assigned to projects (including matrixed personnel). Other members of the acquisition workforce may wish to take the curriculum courses for continuing education credit. FPD candidates and all participants in the training are expected to attend and engage in the training and associated activities. This article provides a refresher on PMCDP policy on attendance and expectations for participants in PMCDP instructor-led classes.

Adhering to outlined guidelines and policies is key to maximizing this training experience and advancing project management skills effectively. Taking initiative to communicate about upcoming training and planning coverage for your work while in a PMCDP class are important components for you to get the most benefit from participating in a PMCDP training experience.

1. Block Training Time

Participants are expected to block training time on their work calendars. This proactive step helps prevent scheduling conflicts that may interfere with training sessions. By securing dedicated time for training, participants can focus on the course material without interruptions.

2. Discuss Training Schedule with Supervisors

Participants should discuss the scheduled training with their supervisor beforehand to align expectations and mitigate potential distractions. This communication allows supervisors to support the employee's development by minimizing work-related interruptions during training sessions. Participants should plan for coverage of their work while in training, giving teammates and subordinates opportunity to gain experience as acting in their capacity and to ensure their work does not pile up while they are in training.

3. Participants are expected to be engaged during the training

Active engagement throughout the entire training session is expected from participants in the program. This includes active participation in breakout sessions, discussions, and activities. Actively contributing to the learning process is key to better retention and application of knowledge and skills learned during the training. In breakout sessions, ALL participants should be given the opportunity to contribute and breakout team members are expected to leverage team building skills to benefit and form a solid team in those sessions.

4. Excused Absences Policy

Unforeseen circumstances may occasionally prevent participants from attending training sessions. In such cases, participants may request excused absences for up to 10% of the total course hours. These absences must be for valid reasons beyond the participant's control, and permission must be obtained from PMCDP in advance. Failure to obtain prior approval for absences may result in the participant not receiving credit for the course. If absences exceed 10% of the total course hours, no credit will be issued.

If a participant misses class time, it is expected that they will review the recorded session, which does not include breakout sessions discussions.

5. Contact Information

For inquiries or assistance regarding PMCDP training, participants can refer to the contact information provided in the training invitation and course syllabus. The PMCDP team are available to address any questions or concerns participants may have regarding the training program.





PLUG INTO TRAINING!

TELL US WHAT YOU NEED FOR *YOUR* PROFESSIONAL DEVELOPMENT

Click here to take the FY 2025 Training Needs Assessment Survey

FY25 TRAINING NEEDS ASSESSMENT (TNA) FOR PMCDP CLASSES IS OPEN

Sigmond Ceaser, Professional Development Division (PM-40)

Ensure the FY25 Project Management Career Development Program (PMCDP) training schedule includes courses you need by completing the PMCDP [FY25 Training Needs Assessment \(TNA\) survey](#).

PMCDP conducts an annual TNA to survey the training needs of Federal Project Directors (FPDs), Department of Energy (DOE) program managers, and integrated project team members assigned to projects (including matrixed personnel). Other members of the acquisition workforce might also use PMCDP training for continuing education credit.

The FY25 PMCDP training schedule is built using inputs received to the FY25 PMCDP TNA survey. This survey includes all virtual PMCDP courses except the COR training which is available through the Federal Acquisition Institute (FAI) Cornerstone OnDemand (CSOD). Note: PMCDP online on-demand courses are available as self-paced training through the Learning Nucleus. The courses are included in the TNA survey to measure student engagement.

When you complete the FY25 PMCDP TNA survey your email contact information is saved along with your course selections for the coming year. The course selections are accumulated in the TNA survey results to show the demand for training. When the courses you indicated you need in the coming year become available, you will receive a notice alerting you to register for the upcoming class. Remember, the classes are virtual; so, you will need to schedule the training into your work plan.

The FY25 Q1 schedule will be posted mid-September 2024 with a draft of the full FY25 training schedule. All classes will be offered at least once with many being offered multiple times, based on the demand indicated in the survey data.

Complete your [FY25 PMCDP TNA survey](#) today to get the best access to your training needs!

Click [here](#) to visit the PMCDP curriculum map. Direct questions or concerns to sigmond.ceaser@hq.doe.gov.



CONGRATULATIONS TO OUR NEWLY CERTIFIED FPDs!

Level I

**Anthony Lechanski (EM)
Jaclyn Petrello (EM)**

Level II

Victor Agege (EM)

Level III

**Alvin Morrow (NA)
Scott Warner (NA)**

FIND UP-TO-DATE INFORMATION AND RESOURCES ANYTIME!

All PMCDP Course Descriptions and Course Materials can be found in the Course Catalog on



Save the direct link to your favorites: <https://community.connect.gov/x/UAT3Rw>



Or, download the Interactive Curriculum Map: <https://community.connect.gov/x/sQd1Qw>

Have a question, bug or glitch in a PMCDP online course, or want to provide feedback?
Submit your questions through: PMCDPOnlineCourseSupport@hq.doe.gov.

CONTACT US!

The Office of Project Management welcomes your comments on the Department's policies related to DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. Please report errors, omissions, ambiguities, and contradictions to: PMpolicy@hq.doe.gov. Propose improvements to policies at: <https://hq.ideascale.com>.

If you have technical questions about Project Assessment and Reporting System (PARS), such as how to reset your password, please contact the PARS Help Desk at: PARS_Support@Hq.Doe.Gov. And, as always, PARS documentation, frequently asked questions (FAQs) and other helpful information can be found at [Support : PARS Support \(doe.gov\)](https://community.connect.gov/x/m4IIY). The current PARS reporting schedule is located on PM-Connect at the following link: <https://community.connect.gov/x/m4IIY>

Need information to apply for Federal Project Director (FPD) certification? The Certification and Equivalency Guidelines (CEG) can be found here: <https://community.connect.gov/x/IQd1Qw>

Can't put your finger on a document or information you were told is available on PM-Connect? Looking for information on DOE project management? Submit your questions and queries to: PMWebmaster@doe.gov.

TO REACH THE PROFESSIONAL DEVELOPMENT DIVISION (PM-40) TEAM:



Linda Ott — Division Director for Professional Development, PMCDP Program Manager, FPD Certifications Manager, PM Newsletter Editor, Linda.Ott@hq.doe.gov, 240-474-7721

Sigmond Ceaser — PMCDP Certification and Equivalency Guidelines Lead, PMCDP Curriculum and Content Manager, PMCDP Delivery Platform Advisor, Sigmond.Ceaser@hq.doe.gov



Alda Bryant — PMCDP Training Manager, FPD Certification Maintenance Lead, Alda.Bryant@hq.doe.gov

RATE YOUR EXPERIENCE WITH THE PM NEWSLETTER

Your feedback is valuable to us! Please rate your experience with this edition of the newsletter on a scale of **1 to 5** (rating of 5 stars being highly satisfied and 1 star being highly dissatisfied).



[Click here!](#)